

Retaining Staff: Performance Evaluations and Other HR Essentials

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Office of Human Resources

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Outcomes

Understand **value** of employee engagement

Learn the
actions and activities of
Performance Management

Discover **strategies** for
improving retention

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Activity

Engagement Defined

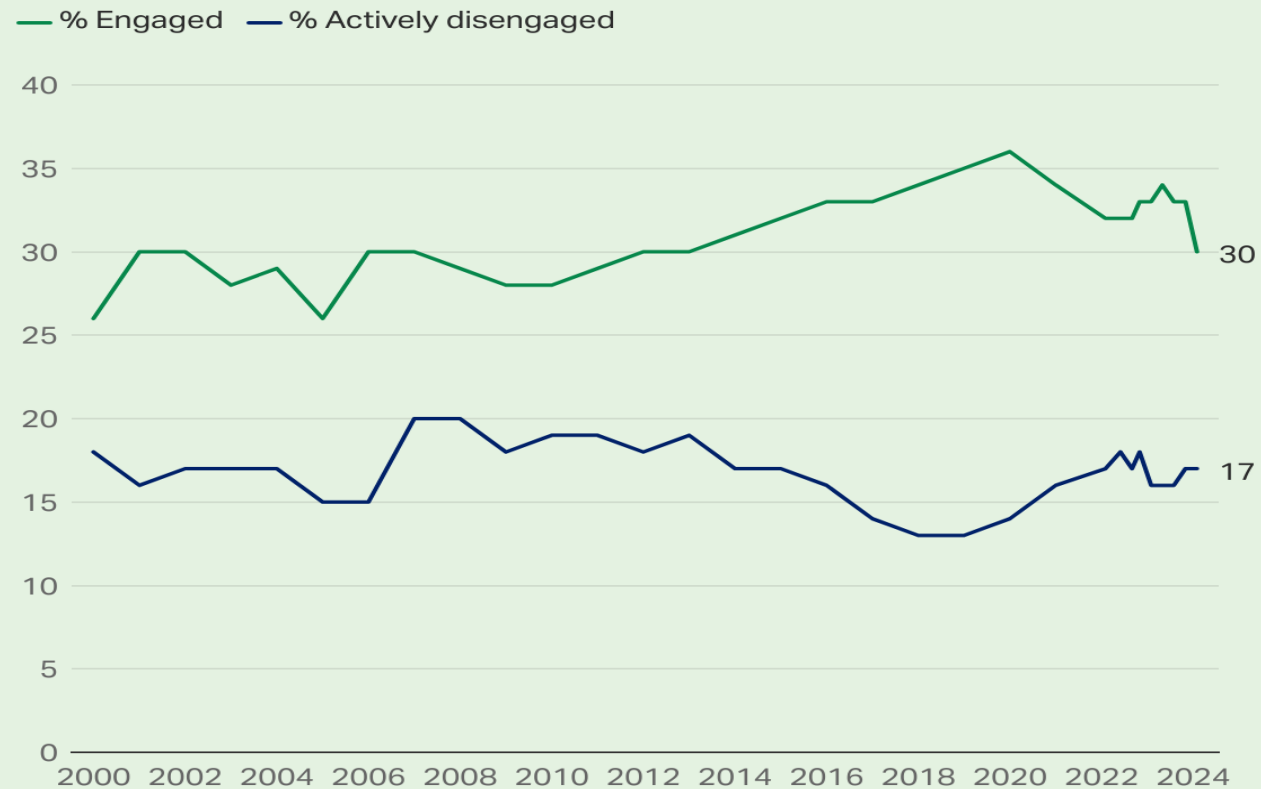
- Employee engagement is the involvement and enthusiasm of employees in their work and workplace.

Why do We Care About Employee Engagement

- Engaged employees produce better outcomes
- 81% reduction in absenteeism
- 43% reduction in turnover for low-turnover organizations
- 18% reduction in turnover for high-turnover organizations

Gallup Poll Engagement Chart

U.S. Employee Engagement Trend



GALLUP®

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**People Want Purpose And Meaning
From Their Work.**

**They Want to be Known For What
They're Good At.**

What Do People Need From Work?

These are the key drivers of employee engagement:



purpose



development



a caring manager



ongoing conversations



a focus on strengths

12 Basic Workplace Needs

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

Provide Feedback

- Make feedback timely and futuristic
- Promote strengths
- Explain the fallout
- Be concise and clear
- Be direct and own your feedback
- Communicate frequently and collaboratively
- Ask for feedback



So what does all this mean?
...we manage performance

**70% of the variance in team engagement is
determined solely by the manager**

Performance Management

What is Performance Management?

The process of maintaining or improving employee performance through:

- ❖ Clear understanding of expectations and goals
- ❖ Continuous, ongoing feedback
- ❖ Coaching
- ❖ Counseling
- ❖ Assessment tools
- ❖ Training

Performance Management Actions

Develop skills in setting expectations, using SMART goals, measuring results and mentoring

S.M.A.R.T. =

- Specific
- Measureable
- Achievable
- Realistic
- Time bound

Accountability

Once expectations are clear, follow through!

Don't pull back from performance management

No excuses...

Performance Evaluation vs. Performance Management

- Evaluations = processes + forms
- Evaluation enables Management
- Management = routine and continuous honest communication

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- <https://www.youtube.com/watch?v=gdp4sPviV74>

Key to an Impactful Evaluation

- Feedback should be substantial
 - Refrain from one sentence remarks but do not be too wordy
- Provide specific examples of performance and/or behaviors
 - Positive and Negative
 - Work product AND Interpersonal Skills
 - Be factual and objective; leave out personal feelings/opinions
 - No sugar coating – fair, objective, accurate
 - No isolated incidents, unless egregious or spectacular

Key to an Impactful Evaluation

- Maintain documentation of performance through rating period
 - Positive and Negative
 - ❖ Training certificates, Thank You notes, emails, complaints
 - Among most important item in personnel file

Evaluation Goals

- Development Tool - focus on future goals
 - ❖ Short term
 - ❖ Long term
- Opportunity to address performance improvement

Union Guidelines

CSUEU (Units 2,5,7,9), Article 10

- Probationary Employee
 - 3rd, 6th, and 11th-month evaluations
 - Annually thereafter
- Permanent Employee
 - Evaluated every year
- Temporary Employee
 - Evaluated at periodic intervals
- EE has up to ten (10 workdays)
 - EE may request a meeting to be held within 7 days of request.
- **Content is not grievable; the process is grievable**
- EE can refuse to sign

http://www.calstate.edu/LaborRel/Contracts_HTML/CSEA_Contract/2014-17/Article10.pdf

Evaluation Meeting

Conducting the Meeting

- Should be evaluator and EE only
- Listen and be receptive to EE input
- Ask for clarification and acknowledge valid points
- Be Positive – even when unsatisfactory
- Focus on future goals and expectations
- Consider revision, if appropriate

Rebuttal

- If EE disagrees with performance evaluation placed in his/her personnel file, EE may submit rebuttal to be attached to evaluation

Refer to appropriate CBA for complete language

Evaluation Meeting

Things to Avoid

- Lecturing *“You should know better...”*
- Arguing *“That’s not the real reason. It’s because you are...”*
- Comparing Employees *“Why can’t you do it like Mary?”*
- Insulting *“You’re just not using your head.”*
- Using labels *“immature,” “irresponsible”*
- Exaggerate or generalize *“You are always late.”*
- Being judgmental *“should,” “better,” “bad,” “worst”*

Additional Tools

- Stay Interviews
- Job Shadowing

What is a Stay Interview

Periodic one-on-one discussion between manager & valued employee to:

- Identify and reinforce the factors driving an employee's motivation and engagement
- Identify and minimize any triggers that might demotivate and cause employee to leave
- Send a message: **“We appreciate you!”**

Stay Interviews

- Different from Exit Surveys
 - Often too late, employee already made decision to leave
 - May not be honest in reason as now focused on new job

Critical Benefits of Stay Interviews

- Individualized
- Action Oriented
- Inexpensive

Leads to increased productivity and loyalty.

Timing and Frequency

- 20-30 minutes in length
- Two times a year
 - (do not connect to performance evaluation)
- Ensure no distractions
- All new hires – meet within 30 days of hire

Key Questions – 1 (sample)

What parts of your job are most meaningful?

Follow-up – How can I enhance this?

Key Questions – 2 (sample)

What parts of your job are least meaningful?

or

If you could change one thing about your job, what would it be?

How to Handle a Request you Cannot Commit to

- Acknowledge what you heard
- Provide a reason for saying no or not now
- Offer other options that would be motivating



Sometimes you can defuse a difficult situation simply by being willing to understand the other person. Often all that people need is to know that someone else cares about how they feel and it attempting to understand their position.

— Brian Tracy —



Recap

Let me summarize what I heard you say about the reasons you stay at CSUN as well as reasons you might leave.

Make a Plan

Let's develop a plan to make this a great place for you to work.

- In preparing the plan go over the following with the employee:
 - What you will follow-up on
 - What employee will follow-up on
 - When you will re-connect

Closing the Interview

I appreciate you sharing your thoughts with me today. I am committed to doing what I can to make this a great place for you to work.

Follow-up Is Critical

It sends a message to employees:

- You Care: You listened
- You did what you said you were going to
- Shows CSUN has interest in them

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Job Shadow

Job Shadowing is way to give staff an opportunity to facilitate continuous learning and enhancing skills.

How Start a Job Shadow Program

- Set goals for the job shadow program
- Create a framework
- Educate managers and staff on benefits and opportunities
- Incorporate job shadowing into department training
- Help participants prepare for job shadowing
- Solicit feedback about the program and make improvements
- Determine what steps to follow after participants finish the program

Types of Job Shadow Programs

- Observation
- Regular Briefing
- Hand on

Benefits of a Job Shadow Program

- Cross training
- Sharing knowledge and experience
- Internal career mobility
- Establish a talent pipeline

Wrap Up

- Leadership role is critical in employee engagement
- Employee engagement reduces turnover
- Evaluation tool to help set goals
- Communicate, Communicate, Communicate
- Provide fair and objective feedback
- Implement new tools



Questions